

# Project Management

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Three quotes from the NEES meeting

“6 months to go....”

*Jack Moehle, UCB (Feb 2001)*

“There’s going to be a phenomenal  
scrutiny level applied to NEES.”

*Priscilla Nelson, NSF (February 2001)*

“I absolutely hate surprises!”

(There is No More Money)

*Tom Anderson, NSF (Feb 2001)*

# Project Excellence

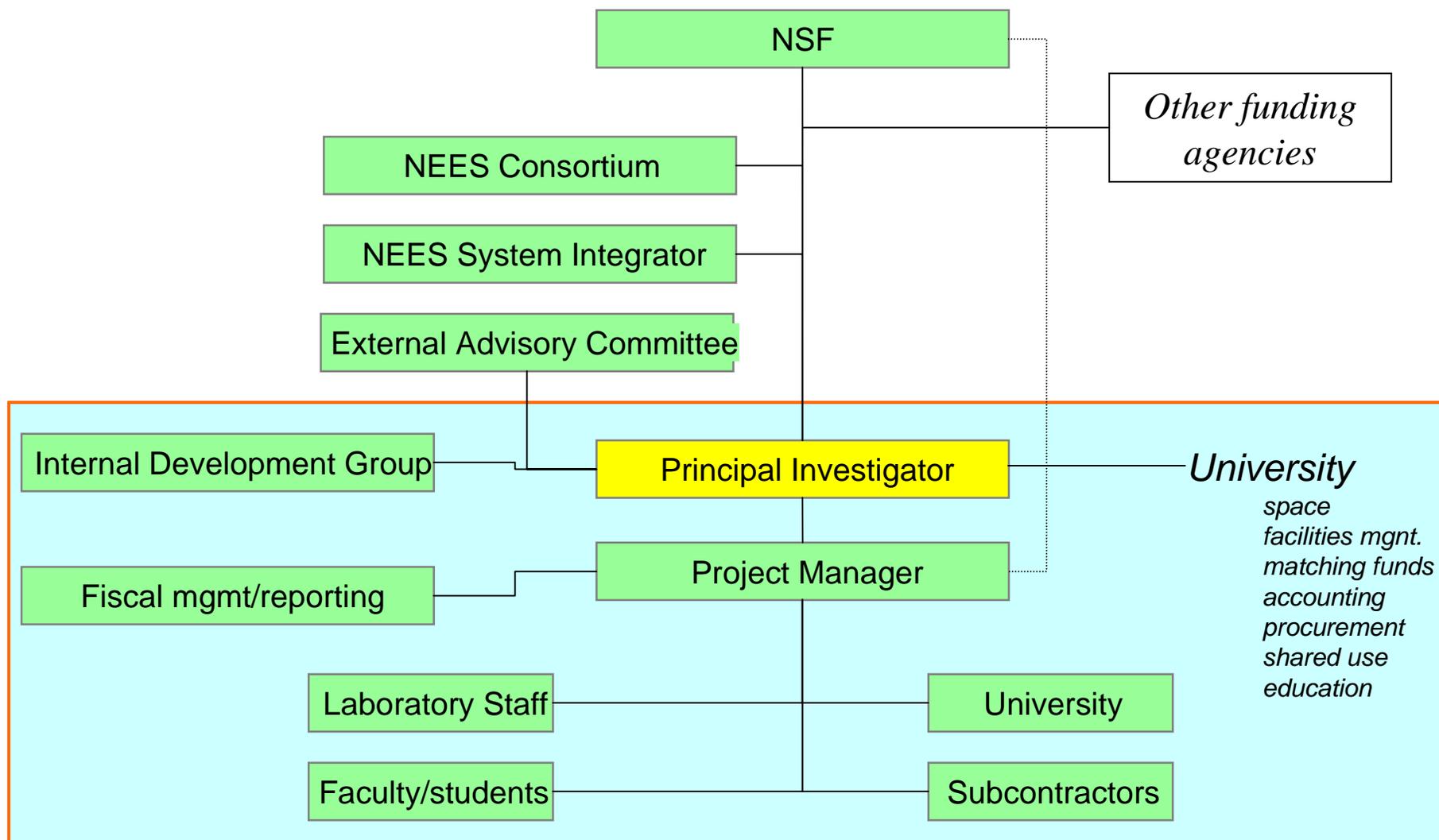
(Tom Anderson)

- a) Delivery – project, budget, schedule, resources, reports, documents, approvals
- b) No surprises – Tom says – I absolutely hate surprises! If something looks to be going wrong, let Tom know immediately.
- c) Accountability
- d) Cooperation – system integrator
- e) Participation – consortium development
- f) TINMM – There Is No More Money.

# Cooperative Agreement Reporting Requirements

- First quarter report
  - Project management plan
  - Project schedule/Gantt chart
- Quarterly reports
  - progress summary
  - costs and savings
  - schedule changes
  - equipment changes
  - cost analysis of changes
  - corrective actions if needed
  - next quarter projections
- Annual progress report
  - management plan revisions
  - changes to facility plan
  - current schedule
  - estimated and actual expenditures
  - projection to year end
  - operating costs
  - basis of user fees
  - etc..
- Final Report
  - etc...

# Organization Chart

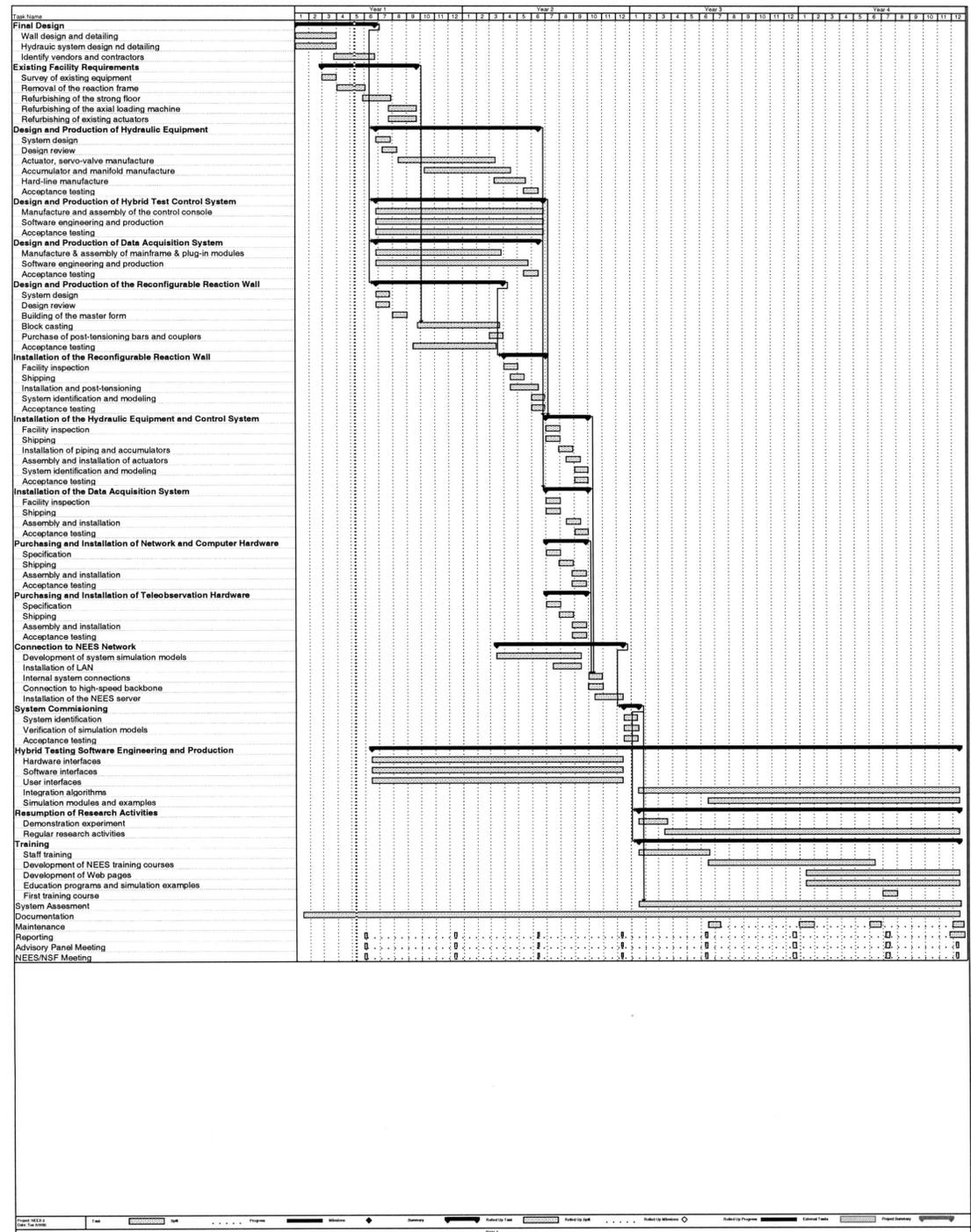


# Team Management

- Regular communications/meetings
  - your project team
  - subcontractors
  - NSF
  - University
- Define roles of all team members (in writing)
  - point of contact, schedule, cost, purchasing and accounting, performance specs, quality control, installation, in-situ tests (including test specimen design), instrumentation, data acquisition, networking, tele...
  - Reporting - data collection, report writing, etc.

# Timelines and Deliverables

- Final design
- Existing facility requirements
- Staged delivery will require...
  - fabrication milestones, factory QA tests, installation, in-situ tests, and final system qualification.
  - Documentation schedule
  - Payment schedule
- Resumption of research
- Training



# Many projects and few suppliers

## - what are some pros and cons of one-stop shopping

- PRO

- experience
- simplified procurement
- one-source service
- NEES compatibility
- avoid bottleneck at University

- CON

- potential cost savings
- competitive bidding work
- in-house personnel
- monopoly
- avoid bottleneck at supplier

# University administration

- The usual purchasing, travel, payroll restrictions
- Matching funds
- Facilities commitments
- Subcontracting and competitive bidding
- Facilities management groups
- Facility and staff charges
- Maintenance
- Shared use
  - Other universities and industry
  - Use charges
  - Insurance
  - Policy on facility use, equipment lending, data sharing

# Operations

- Use policy
  - NEES versus nonNEES
  - Research versus Industry
- Use charges
  - Test charges/Occupation charges/Lending charges
  - Staff recharge rates
  - Facility/equipment damage
  - Specimen disposal
- Facility staffing
  - Lab manager
  - Electronic and mechanical expertise (or local contractors)
  - Student assistants
- Training
  - Test design
  - Test control
  - Data formats
  - Safety